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**SINGLE SERVICE MANAGER
ATTRIBUTE ANALYSES**

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ROBERT C. BANASH

APRIL 1976

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US ARMY ARMAMENT COMMAND

SYSTEMS ANALYSIS DIRECTORATE

ROCK ISLAND, ILLINOIS 61201

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Furthermore, MMC reporting to the Department of the Army was preferred over other alternatives.

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GENERAL

Three attribute analyses^{*} were performed to compare alternative ways to perform the Single Service Manager (SSM) Mission (see Table 1). The analyses (see the Appendix) were independently performed by the Study Group Director, the Deputy Study Group Chairman/Alternative Chairmen, and the Study Steering Group.

Under each of these analyses, a set of attributes was defined. Each attribute was weighted (given a numerical score) according to the importance of the attribute to the success of the SSM. The weighting system is presented in Table 2.

Each alternative was assigned a score according to the degree to which the attribute would be attained. The scoring system is presented in Table 3. The alternatives were ranked according to the sum of the weighted scores.

CONCLUSIONS

All three attribute analyses reflected preference for those alternatives which called for establishment of a Military Munitions Command (MMC) which performed all SSM functions. Among these alternatives, correlation between the reporting level of the MMC Commander and the rank of the alternative was observed; the higher the reporting level, the higher the rank. Differences among the analyses regarding the top-ranked alternatives were due to the location of the MMC Commander and whether the MMC would perform Army-peculiar functions.

A trade-off exists between collocating the commander with the operating headquarters and the stature, visibility, and information-flow attributes which are enhanced by a Washington DC location. The analyses performed by the Deputy Study Director/Alternative Chairmen and the Steering Group favored collocation at RIA; the Commander's analysis favored the Washington DC location.

The second difference was a trade-off between the concentrated management of SSM functions attained by the pure-SSM alternatives and the diluted management of SSM munitions functions required under the other alternatives. The analysis of the Deputy Study Director/Alternative Chiefs scored the pure-SSM alternatives high, but no attribute was included to weigh the disadvantages. This was corrected for the other analyses. The pure-SSM alternatives were ranked higher by the Commanders' analysis than by the Steering Group's analysis.

In general, MMC reporting to Department of the Army (DA) was preferred over other alternatives.

^{*} These analyses were performed in support of Concept Study for Establishment of a Single Service Manager for Conventional Ammunition, MG John C. Raaen, Jr., 28 May 1975.

TABLE 1. ALTERNATE SINGLE SERVICE MANAGER CONCEPTS

ALT 1 - SSM Mission Assigned to DA

- 1a. Commander located at DA
- 1b. Commander located at RIA

ALT 2 - Project Manager for SSM Program

- 2a. PM reports to DA
- 2b. PM reports to AMC

ALT 3 - ARMCOM Assumes SSM Mission

ALT 4 - SSM Mission Assigned to Deputy Commander at AMC - Operations performed by:

- 4a. Military Munitions Center - Field Operating Activity Under AMC, Deputy Located at RIA
- 4b. Military Munitions Command - AMC Major Subordinate Command, Deputy Located at AMC
- 4c. ARMCOM - Deputy located at AMC

ALT 5 - Military Munitions Command Assumes SSM Mission

ALT 6 - Service Ownership of Stocks - MMC at RIA reports to AMC

ALT 7 - Pure-SSM Mission Assigned to DA

- 7a. Commander located at RIA
- 7b. Commander located at DA

ALT 8 - Pure-SSM Mission for Production and Procurement - Commander located at DA

TABLE 2. ATTRIBUTE WEIGHTS

- 3 - Critical to Success of SSM
- 2 - Important to Success of SSM
- 1 - Desirable to Success of SSM (Nice to Have)
- 0 - Not Important to Success of SSM

TABLE 3. ALTERNATIVE SCORES

- 2 - Attribute Attained to a High Degree
- 1 - Attribute Attained
- 0 - Does Not Possess Attribute
- 1 - Attribute Hindered
- 2 - Attribute Hindered to a High Degree

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APPENDIX
ATTRIBUTE ANALYSES

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ATTRIBUTE ANALYSIS 1 - DEPUTY STUDY GROUP CHAIRMAN/ALTERNATIVE CHAIRMEN

INTRODUCTION

A set of attributes was compiled from lists of advantages/disadvantages furnished by each alternative chairman. (Sources of the attributes included the General Accounting Offices (GAO) and Office of the Secretary of Defense (OSD) recommendations.)

The scores for the attributes and alternatives were obtained through a consensus arrived at by group discussions by the following study members:

- a. Col McHugh - Deputy Study Group Chairman
- b. Mr. H. Edmonds - ALT 1 Chairman
- c. Mr. W. Overton - ALT 2 Chairman
- d. Mr. R. Banash - ALT 3 Chairman
- e. Mr. S. Spaulding - ALT 5 Chairman

The weights assigned to attributes and the scores assigned the alternatives are presented in Table A-1. Table A-2. presents the weighted scores.

The alternatives were ranked by the sum of the weighted scores as follows:

CATEGORY I		CATEGORY II	
<u>Alternative</u>	<u>Score</u>	<u>Alternative</u>	<u>Score</u>
7a	49	4c	39
4a, 1b	47	8	38
4b	46	2b	36
5, 7b	44	2a, 3	34
1a	42	6	30

ANALYSIS

The scores cluster, roughly, into two main categories as depicted above. This categorization also separates the alternatives which postulate an MMC performing all the Department of Defense Directive (DODD) functions from the others.

Neighboring alternatives are indistinguishable with respect to scores, but differences do exist between top- and bottom-ranked alternatives.

ALT 7 and ALT 1 are identical with the exception that ALT 7 is pure-SSM while ALT 1 assigns Army-peculiar functions to the SSM. The scores were identical except for Attribute 6 - undiluted management of conventional ammunition. This difference gave 7a a higher score than 1b.

The difference between ALT 1b vs. 1a and ALT 7a vs. 7b is collocation of the Commander with his operating elements (Attribute 11) vs. visibility attained by DA location (Attribute 12). The weights assigned Attribute 11 and Attribute 12 favored collocation. Therefore, 7a and 1b scored higher than 7b and 1a.

ALT 4b dominates 4a in all but one attribute, collocation of commander with operating elements (Attribute 11). The scores indicated that the advantages of collocation are about equivalent to the advantages of the Washington DC location for this alternative.

ALT 1b dominates 5 in all but 1 attribute, AMC staff support (Attribute 14).

ALT 2b dominates 2a. The only difference is that 2b receives the support of the AMC staff.

The ARMCOM alternative (ALT 3) received high scores for minimal organizational disruption (attribute) and minimal operating staff, but those attributes did not balance the many low attribute scores.

ALT 8 suffered heavily because it did not fully comply with DODD requirements for consolidating and standardizing, procurement, etc. (Attribute 1) and did not achieve joint service character (Attribute 3).

ALT 6 received the lowest score as it did not meet objectives of the GAO and OSD in establishing SSM (e.g., Attribute 1, 4, and 10).

CONCLUSIONS

The establishment of an MMC to perform all the functions of the DODD was the primary factor leading to the attribute scores which separated the top-ranked alternatives from the others. Within this category, the alternatives were ranked, approximately, according to the level of the MSC Commander (assuming collocation of the Commander and his operating elements); DA ranked highest, AMC next, MSC least, although the score differences were minor.

TABLE A-1
ALTERNATIVE SCORES

ATTRIBUTES CRITICAL TO SUCCESS OF SSM	ATTRIBUTE WEIGHT	ALTERNATIVES												
		1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8
1. Will consolidate and standardize the requirements, procurement, production, wholesale supply, distribution, and maintenance of conventional ammunition for DoD.	3	2	2	-1	-1	2	2	2	2	2	-1	2	2	0
2. Will not require major relocation and potential loss of trained civilian personnel.	3	2	2	2	2	2	2	2	2	2	2	2	2	2
3. Will provide command control of SSM operations.	3	2	2	-1	-1	2	2	2	2	2	2	2	2	2
4. Will establish joint service character.	3	2	2	2	2	0	2	2	0	2	0	2	2	1
5. Will be acceptable to other services.	3	1	1	2	2	0	1	1	0	1	2	1	1	2
ATTRIBUTES IMPORTANT TO SUCCESS TO SSM														
6. Will provide for undiluted management attention to logistics of conventional ammunition.	2	1	1	0	0	-2	1	1	-1	1	1	2	2	2
7. Will improve exchange of information by the services.	2	2	2	2	2	2	2	2	2	2	0	2	2	1
8. Will have available facilities. Examples - Office space, parking, ADP equipment, communication facilities.	2	0	0	1	1	0	0	0	0	0	1	0	0	1

TABLE A-1 (Cont'd)

	ATTRIBUTE WEIGHT	ALTERNATIVES												
		1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8
9. Will minimize number of additional personnel required.	2	1	1	2	2	2	1	1	2	1	1	1	1	2
10. Position will elevate SSM's stature in dealing with and supporting other services.	2	2	2	2	2	0	1	2	2	0	0	2	2	1
11. Will collocate Commander with operating headquarters.	2	-1	2	0	0	2	2	-1	-1	2	2	2	-1	-1
<u>ATTRIBUTES NICE TO HAVE</u>														
12. Will provide a high degree of visibility to the other services, OSD, the Congress, the Public, and foreign customers.	1	2	1	2	2	0	1	2	2	1	1	1	2	2
13. Will minimize inter-service competition for the limited private industrial capacities.	1	1	1	1	1	1	1	1	1	1	1	1	1	1
14. Will receive support of HQ, DARCOM staff.	1	0	0	0	2	2	2	2	2	2	2	0	0	0
15. Will provide DARCOM or DA with a constant overview of what is being accomplished in SSM.	1	2	2	2	2	1	1	2	2	1	1	2	2	2
16. Will minimize disruption in terms of organization change and personnel reassignments.	1	0	0	1	1	2	0	0	2	0	0	0	0	0

TABLE A-1 (Cont'd)

17. Will retain advantages of the systems approach which led to the WECOM/MUCOM merger.

18. Will have direct line authority throughout DARCOM functional area.

ATTRIBUTE WEIGHT	1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8
1	0	0	2	2	2	0	0	2	0	0	0	0	0
1	0	0	0	0	0	1	2	2	0	0	0	0	0

TABLE A-2. WEIGHTED ALTERNATIVE SCORES

ATTRIBUTES CRITICAL TO SUCCESS OF SSM	ALTERNATIVES												
	1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8
1. Will consolidate and standardize the requirements, procurement, production, wholesale supply, distribution and maintenance of conventional ammunition for DoD.	6	6	-3	-3	6	6	6	6	6	-3	6	6	0
2. Will not require major relocation and potential loss of trained civilian personnel.	6	6	6	6	6	6	6	6	6	6	6	6	6
3. Will provide command control of SSM operations.	6	6	-3	-3	6	6	6	6	6	6	6	6	6
4. Will establish joint service character.	6	6	6	6	0	6	6	0	6	0	6	6	3
5. Will be acceptable to other services.	3	3	6	6	0	3	3	0	3	6	3	3	6
ATTRIBUTES IMPORTANT TO SUCCESS OF SSM													
6. Will provide for undiluted management attention to logistics of conventional ammunition.	2	2	0	0	-4	2	2	-2	2	2	4	4	4
7. Will improve exchange of information by the services.	4	4	4	4	4	4	4	4	4	0	4	4	2
8. Will have available facilities. Examples - Office space, parking, ADP equipment, communication facilities.	0	0	2	2	0	0	0	0	0	2	0	0	2

TABLE A-2 (Cont'd)

ALTERNATIVES

	1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8
9. Will minimize number of additional personnel required.	2	2	4	4	4	2	2	4	2	2	2	2	4
10. Position will elevate SSM's stature in dealing with and supporting other services.	4	4	4	4	0	2	2	4	2	0	4	4	2
11. Will collocate Commander with operating headquarters.	-2	4	0	0	4	4	-2	-2	4	4	4	-2	-2
<u>ATTRIBUTES NICE TO HAVE</u>													
12. Will provide a high degree of visibility to other services, OSD, the Congress, the Public, and foreign customers.	2	1	2	2	0	1	2	2	1	1	1	2	2
13. Will minimize inter-service competition for the limited private industrial capacities.	1	1	1	1	1	1	1	1	1	1	1	1	1
14. Will receive support of HQ, DARCOM staff.	0	0	0	2	2	2	2	2	2	2	0	0	0
15. Will provide DARCOM or DA with a constant overview of what is being accomplished in SSM.	2	2	2	2	1	1	2	2	1	1	2	2	2
16. Will minimize disruption in terms of organization change and personnel reassignments.	0	0	1	1	2	0	0	2	0	0	0	0	0

TABLE A-2 (Cont'd)

	ALTERNATIVES												
	1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8
17. Will retain advantages of the systems-approach which led to the WECOM/MUCOM merger.	0	0	2	2	2	0	0	2	0	0	0	0	0
18. Will have direct line authority throughout DARCOM functional area.	0	0	0	0	0	1	2	2	0	0	0	0	0

ATTRIBUTE ANALYSIS II - STEERING GROUP

INTRODUCTION

Independent analyses were performed by Steering Group members. The members of the Steering Group who participated in this analysis were:

<u>NAME</u>	<u>ORGANIZATION</u>
Col R. P. Thomas	DRSAR-CS
Mr. J. G. Blick	DRSAR-RD
Mr. J. H. Fonck	DRSAR-MM
Mr. L. A. Griffin	DRSAR-AS
Mr. R. J. Surkein	DRSAR-TM
Dr. C. M. Hudson	DRSAR-SC
Col C. K. Nichols	DRSAR-AO
Mr. B. J. Toohey	DRSAR-CP

The attribute list furnished the participants was an expanded version of the list used in Analysis I. This list is presented in Table A-3; commentary on the attributes is provided in Table A-4.

Each member independently weighted each attribute and scored each alternative, using the systems defined in Tables 3 and 4. The results of averaging the weights and scores are presented in Table A-3.

The rankings and scores of the alternatives are presented below:

<u>RANK</u>	<u>ALTERNATIVE</u>	<u>SCORE</u>
1	1b	44
2	5	42
3	1a	40
4	4a	38
5	4b	37
6	3	35
7	4c	34
8	7a	28
9	7b	26
10	6	12
11	2a, 8	0
12		
13	2b	-1

ANALYSIS

ALT 1b and ALT 5 received the top scores but differed in several respects. ALT 1b scored higher in stature, visibility, and information exchange attributes but lower in support of DARCOM staff and effect on ALC.

The collocation attribute weighted heavily and accounted for most of the point spread between 1a and 1b; another factor which favored 1b was increased staff (Attribute 9).

Collocation was the primary attribute which caused 4a to be ranked higher than 4b.

CONCLUSIONS

Alternatives 1b, 5, 1a, 4a, and 4b were ranked in the top category. Each of these alternatives consisted of an MMC with unique Army functions. They differed only in the reporting level and location of the MMC Commander--at either Washington D.C. or RIA.

Next ranked were the ARMCOM Alternatives, 3 and 4c, and the pure-SSM (no Army only functions) Alternatives 7a, 7b.

Alternative 6 (service ownership of stocks) was in a class by itself. It was ranked low but had some positive merit in comparison to Alternatives 2a, 2b, and 8.

TABLE A-3, WEIGHTED ALTERNATIVE SCORES

ATTRIBUTES	ATTRIBUTE WEIGHT	ALTERNATIVES												
		1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8
1. Will consolidate and standardize the requirements, procurement, production, wholesale supply, distribution and maintenance of conventional ammunition for DoD.	3	6	6	-4.9	-4.9	5.5	5.5	6	5.5	6	4.5	2.8	2.8	-6
2. Will establish joint service character.	1.9	3.7	3.7	2	2	.5	3	3.2	.5	3.5	1.3	2.4	2.4	.8
3. Will have available facilities. Examples - Office space, parking, ADP equipment, communication facilities.	See Table A-4													
4. Will provide a high degree of visibility to the other services, OSD, the Congress, the Public, and foreign customers.	1.4	3.2	2.5	1.6	.9	-.3	1	1.7	.4	1.6	-.3	1	1.8	1.6
5. Will minimize disruption in terms of organization change and personnel reassignments.	2	1.3	1.9	2	2	3.6	1.9	1.1	3.4	1.6	1.9	-.5	-.8	-.5
6. Will provide cross leveling - exchange of stocks among services to reduce excess and deficit conditions.	2.4	4.7	4.7	-4	-4	4.5	4.7	4.7	4.5	4.7	-4.5	4.3	4.3	-4.7
7. Will not require major relocation and potential loss of trained civilian personnel.	See Table A-4													
8. Will provide responsiveness to service requirements.	3	6	6	-1.1	-1.1	3.3	5.1	4.3	2.7	5.7	-.3	3.3	3.3	-1.1

TABLE A-3 (Cont'd)

ATTRIBUTES	ATTRIBUTE WEIGHT	ALTERNATIVES												
		1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8
9. Will minimize number of additional personnel required.	2	.8	2	1.4	1.2	3.8	1.5	1.2	3.1	2.2	.5	-.8	-1.3	-1.2
10. Will minimize inter-service competition for the limited private industrial capacities.	See Table A-4													
11. Will retain advantages of the systems approach which led to the WECOM/MUCOM merger are retained.	.9	-.8	-.8	.8	.8	1.4	-.8	-.8	1.4	-.8	-.8	-.8	-.8	-1.1
12. Will provide command control of SSM operations.	2.4	4	4.5	-1.5	-1.5	3.7	3.7	3.7	3.7	4	2.1	4	3.7	2.1
13. Will provide for undiluted management attention to logistics of conventional ammunition.	1.6	3.5	3.9	-1.4	-1.4	-1.4	3.5	3.5	-.8	3.5	2.8	3.5	3.5	2.8
14. Position will elevate SSM's stature in dealing with and supporting other services.	1.4	3.1	2.6	1.2	.6	0	.5	1.2	.3	1.2	.5	2.4	2.5	1.8
15. Will receive support of HQ AMC staff.	1.1	-.8	-.9	-.5	1.6	2	1.9	1.8	2	1.4	1.6	-.4	-.4	-.6
16. Will have direct line authority throughout AMC functional area.	1	.2	.2	.2	.2	.2	1.1	2	2	.2	.2	.2	.2	0
17. Will improve exchange of information by the services.	2.1	3.7	3.4	1.4	.3	1.2	2.7	2.4	1	2.9	.2	3.2	3.7	.7

TABLE A-3 (Cont'd)

ATTRIBUTES	ATTRIBUTE WEIGHT	ALTERNATIVES												
		1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8
18. Will collocate Commander with operating headquarters.	2.4	.3	2.8	0	0	2.8	2.5	.3	.3	2.8	2.1	2.8	.3	0
19. Will provide AMC or DA with a constant overview of what is being accomplished in SSM.	1.4	2.6	2.6	2	2.2	2.2	1.8	2.3	2.3	2	1	1.7	1.7	1.5
20. Will have effect on mission and resources of ALC.	1.6	-1.5	-1.5	.3	.3	2.2	-1.3	-1.3	2	-.6	-.6	-1.2	-1.2	-1.1

TABLE A-4. COMMENTS ON ATTRIBUTES

<u>Attribute No.</u>	<u>Comment</u>
1.	This is an objective of the DOD Directive on establishing an SSM.
2.	This pertains to the joint service staffing as well as the functions of the SSM.
3.	No score required - it was assumed that facilities would be available at RIA for these eight alternatives.
4.	This covers the impression of the importance the Army places on this mission. It is enhanced by the stature and Washington location of the SSM.
5.	This pertains to the problems of transition in establishing SSM. Although location does not change, organizational changes could cause problems in personnel assignments.
6.	This attribute suffers if the services retain control of stocks.
7.	No score required - none of the listed alternatives require major relocation; the operating element will remain in RIA.
8.	This pertains to the capability of the SSM to efficiently satisfy orders (e.g., MIPRs). This attribute suffers if the services retain control of stocks.
9.	See attached table on personnel.
10.	No score required.
11.	This is realized only when ARMCOM is the operating SSM organization. (ALT 2a, 2b, 3, & 4c)
12.	Only ALT 2 does not satisfy this attribute.
13.	This is a measure of the lack of management distraction by responsibility for other programs such as R&D or Weapons. It is reduced by R&D or Weapons missions and, to a lesser extent, by added Army missions such as Nuclear Weapons and Program Formulation for the Army.

TABLE A-4. (Cont'd)

<u>Attribute No.</u>	<u>Comment</u>
14	This applies to the level of the SSM in the reporting channels.
15.	This refers to support AMC performs to its subordinate organizations, but DA does not (e.g., policy guidance, budget integration).
16.	This is attained only by ALT 4; location may contribute to capability to exercise authority.
17.	This is an objective of the DOD Directive on establishing SSM.
18.	This factor reduces travel requirements and enhances operational responses and communication with operational elements.
19.	This addresses the flow of information between the SSM operation and its reporting headquarters. It is enhanced by location of the SSM Commander in Washington.
20.	This addresses the viability of the ALC after the SSM mission is extracted. The ALC would retain the "Army only" functions under the pure SSM alternatives.

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ATTRIBUTE ANALYSIS III - STUDY GROUP DIRECTOR

INTRODUCTION

The Study Director, MG John C. Raaen, Jr., performed an independent attribute analysis. He modified the set of attributes used in Analysis II to further resolve differences among the alternatives. The revised set of attributes are presented in Table A-5. In summary, two of the attributes used in Analysis II (#1 and #2) were divided into procurement and logistics aspects to distinguish between those alternatives which did not perform all the DoD Directive functions; an attribute was added to account for additional personnel required to perform those Army-peculiar functions which would not be performed by the pure-SSM alternatives; an attribute was added to distinguish between alternatives on management information flow at Departmental Level. The attribute weights are presented in Table A-5.

Each alternative was scored against these 24 attributes; these scores are presented in Table A-5. The sum of the weighted scores led to the following ranking:

<u>Rank</u>	<u>Alternative</u>	<u>Score</u>
1	1a	64
2	7b	60
3	1b	59
4	4b	54
5	8	52
6	5	50
7	4a	49
8	7a	49
9	46	48
10	3	46
11	6	39
12	2a	15
13	2b	3
14	9	1

ANALYSIS

ALT 1a ranked higher than ALT 1 + 1b as the visibility and stature attributes resulting from a Washington DC location for the Commander were judged more important than collocation.

ALT 1a scored identically with ALT 7b with two exceptions. ALT 1a scored higher on management duplication but lower on effect on ALC. This difference gave ALT 1a a 4 point advantage over ALT 7b.

ALT 1a differed from 4b and 5 in the reporting level of the Commander. The higher the reporting level, the higher the score in visibility, stature, and flow of management information at departmental level. These were the primary factors in ranking 1a above 4b, and 4b above 5.

CONCLUSIONS

With the exception of the Project Manager alternatives, all the alternatives offer a substantial improvement over the current situation. The greatest improvement is obtained by establishing an MMC. Of the MMC alternatives, ranking was correlated with reporting level of the Commander. The preferred alternative, 1a, reflected that the attributes associated with the Commander located in Washington, DC were judged to outweigh the collocation attribute.

TABLE A-5. ALTERNATIVE SCORES

ATTRIBUTES	ATTRIBUTE WEIGHT	ALTERNATIVES													
		1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8	9
1. Will consolidate and standardize the requirements, procurement, production, wholesale supply, distribution and maintenance of conventional ammunition for DoD.															
a. Procurement	3	6	6	-6	-6	6	6	6	6	6	6	6	6	6	-6
b. Logistics	3	6	6	-6	-6	6	6	6	6	6	-6	6	6	6	-6
2. Will establish joint service character.	3	6	6	0	0	3	6	6	3	6	6	6	6	6	-3
3. Will have facilities available at RIA. Examples-Office space, parking, ADP equipment, communication facilities.	1	-2	-2	2	2	-2	-2	-2	-2	-2	-1	-2	-2	-1	2
4. Will provide a high degree of visibility to the other services, OSD, the Congress, the Public, and foreign customers.	2	4	2	4	2	0	0	2	2	0	0	2	4	4	-2
		20	18	-6	-8	13	16	18	15	16	5	12	20	21	-15
5. Will minimize disruption in terms of organization change and personnel reassignments.	0														
6. Will provide cross leveling - exchange of stocks among services to reduce excess and deficit conditions.	3	6	6	-6	-6	6	6	6	6	6	-6	6	6	-6	-6
7. Will not require major relocation and potential loss of trained civilian personnel.	3	3	3	6	6	6	3	3	3	3	3	3	3	3	6

TABLE A-5 (Cont'd)

ATTRIBUTES	ATTRIBUTE WEIGHT	ALTERNATIVES													
		1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8	9
8. Will provide responsiveness to service logistic requirements.	3	3	3	6	6	3	3	3	3	3	6	3	3	6	6
9. Will minimize number of additional personnel required.	1	-1	-1	2	2	0	-1	-1	-1	0	1	-1	-1	1	2
10. Will minimize inter-service competition for the limited private industrial capacities.	2	4	4	-2	-2	4	4	4	4	4	4	4	4	4	-2
11. Will retain advantages of the systems approach which led to the WECOM/MUCOM merger.	0														
12. Will provide command control of SSM operations.	2	4	4	0	0	4	4	4	4	4	4	4	4	4	0
13. Will provide for undiluted management attention to logistics of conventional ammunition.	2	4	4	-2	-2	-2	4	4	-2	4	4	4	4	4	-2
14. Position will elevate SSM's stature in dealing with and supporting other services.	2	4	2	4	0	0	0	2	2	0	0	2	4	4	0
15. Will receive support of HQ AMC staff.	1	0	0	2	2	2	2	2	2	2	2	0	0	0	2
16. Will have direct line authority throughout AMC functional area.	0														
17. Will improve exchange of information by the services.	2	4	4	0	0	4	4	4	4	4	2	4	4	2	-2

TABLE A-5 (Cont'd)

ATTRIBUTES	ATTRIBUTE WEIGHT	ALTERNATIVES													
		1a	1b	2a	2b	3	4a	4b	4c	5	6	7a	7b	8	9
18. Will collocate Commander with operating headquarters.	1	0	2	0	0	2	2	0	0	2	2	2	0	0	0
19. Will provide AMC or DA with a constant overview of what is being accomplished in SSM.	0														
20. Will have effect on mission and resources of ALC.	2	0	0	4	4	0	-1	-1	0	-1	2	2	2	2	4
21. Will require no duplication in Army Management of Conventional Ammunition.	2	4	4	4	4	4	4	4	4	4	4	-2	-2	-2	4
22. Will promote flow of management information at Departmental Level.	3	6	3	6	0	-3	-3	0	0	-3	-3	3	6	6	-6

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